AIR FORCE PROGRAM EXECUTIVE OFFICE

Command and Control & Combat Support Systems
(AFPEO/C2&CS)

Operating Manual

Operating Manual

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Introduction

The purpose of this operating manual is to communicate the overall operation of the Air Force Program Executive Officer for Command and Control & Combat Support (AFPEO/C2&CS) organization. This manual defines the organization's vision and mission, policies and procedures, and general business practices in order to create a more efficient working environment for all AFPEO/C2&CS personnel. By clearly defining our vision of doing business, we also hope to facilitate inter-operability among the various communities with which we interface.

This manual is divided into the following categories:

Section 1 – ***The Vision, Mission, and Focus areas for our Portfolio***
This section provides the AFPEO/C2&CS Vision and Mission statements as well as the Trust Model. In addition our focus areas are described.

Section 2 – ***How We Are Organized***
This section of the document describes the AFPEO/C2&CS organization and programs. It begins with a description of the organization, defines roles and responsibilities of key positions, and describes programs within the portfolio.

Section 3 – ***Administrative Instructions to Help Day-to-Day Operations***
This section of the document contains general operating information of the AFPEO/C2&CS office. It contains guidance on accomplishing administrative tasks and associated processes.

Section 4 –***Business Processes and Templates***
This section of the document is provided to ensure standardization throughout the AFPEO/C2&CS organization by outlining business processes and supplying templates in preparation of common PEO tasks.

1. The Vision, Mission, and Focus Areas for our Portfolio

"The habit of continuous improvement has to be built into all government agencies, and it has to be made self-sustaining."

--Peter Drucker

1.1   Vision & Mission

The AFPEO/C2&CS office is responsible and accountable to the Service Acquisition Executive (SAE) for the cost, schedule, and performance (within baseline) of the portfolio of Command and Control & Combat Support programs totaling more than 11.3 billion execution year dollars. Customers of our Command and Control & Combat Support Systems include Air Combat Command (ACC), SAF/FM, United States Strategic Command (USSTRATCOM), Pacific Air Forces (PACAF), United States Air Forces in Europe (USAFE), Air Force Space Command/North American Aerospace Command and Control (AFSPC/NORAD C2), Air Force Installation & Logistics (AF/IL), Air Force Material Command/Logistics (AFMC/LG), United States Transportation Command (USTRANSCOM), the customers of the 23 functional areas of GCSS-AF, as well as the North Atlantic Treaty Organization (NATO) and other foreign customers.

AFPEO/C2&CS VISION:
Ensure Air Force Command and Control & Combat Support Systems Meet the Challenges of Global Engagement, Joint Vision 2020 and Beyond.

This vision is the unifying feature of all the oversight and value added functions accomplished by the AFPEO/C2&CS Staff to support the Mission of the PEO.

AFPEO/C2&CS MISSION:
To Credibly Execute the PEO Command and Control & Combat Support Programs.

Air Force acquisition credibility is suffering with OSD and our Warfighter Customers. There is a perception that the AF doesn't do what it says it will do. This has led to increasing OSD "oversight" versus "insight". We see more "how to" vs. "what" language in Acquisition Decision Memoranda and execution documents. IIPTs and OIPTs have been moving more and more into the program execution role vs. insight. There is Warfighter frustration with our inconsistency between the messages from our program offices and contractors, our apparent aversion to risk, and the non-responsive cycle time of the acquisition process.

In recognition of this situation and to provide a remedy, the cornerstone of the PEO philosophy is "Execute with Credibility" which is discussed in detail below.

1.2 Credible Execution

The following are paragraphs taken from a Leadership Corner Article on Credible Execution by Brigadier General Jeffrey R. Riemer, Air Force Program

Executive Officer for Command and Control & Combat Support Systems, written in 2001.

In addition to our core values of integrity first, service before self, and excellence in all we do, I believe credible execution is the underlying cross cutter for achieving success in the acquisition arena.

Credibility takes many forms. To achieve credibility, we must first set and sustain the highest standards for ourselves, and then live by those standards in our everyday decisions and actions while executing our programs. Although not a complete list, I want to relate several principles to use as a guide towards achieving credibility with our subordinates, peers, leaders, and other agencies.

- **Be Consistent:** In our dealings with employees, customers, suppliers, and for that matter everyone, we need to establish consistent processes and methods to ensure expectations are clear. Establish open lines of communication, and only make agreements you can keep. If, for reasons beyond your control, agreements are broken, then reset them immediately. Make sure there are no fuzzy agreements. Invest the time to ensure each party clearly understands what the agreement is, and make sure previous agreements made by your predecessors are refreshed and cleaned up as required.

- **Have Courage:** Have the courage to challenge unrealistic requests. It does no good to agree you can deliver something you know you can't. However, don't always default to the "I can't" approach. Be bold; not stupid; and if you say "you can't," you better have your facts straight and a plan for what you *can* do. Impact statements that paint a picture of doom and gloom if your program takes a hit, that don't materialize after the hit, only erode your credibility.

- **Manage Risk:** Our job in the acquisition community is to define the continuum of the possible. Don't be so bent on guaranteeing success that you only provide the low risk solutions. Provide the most aggressive approach, the optimum approach, and the low risk approach. Propose these options to the resource providers, for the balance between risk and resources is their decision. Putting excess pad on our cost and schedule estimates isn't the way to build credibility. Define

what you can do, and then do it. Beating a low risk plan doesn't impress anyone, and it sure doesn't give the warfighter capability expeditiously.

- **<u>Understand and Plan:</u>**   Most troubled programs have failed to have the disciplined systems engineering done up front. Plan for it. Budget for it. Do it. However, don't take so long to plan that you become non-responsive. Incorporate spiral development to ensure the roadmap is clear, but allow for maneuver along the way.

- **<u>Document Promises and Keep Them:</u>** Ensure your program documentation is sound. Scrub each of your documents by developing a compliance matrix to ensure you are doing what you said you would do. To often documents are written to get through the process and once approved they aren't followed. Monitor your execution. If your program can't execute, be an honest broker. Offer money back if you can't execute as planned - be forthright. Believe me, giving up funds you can't execute, rather than having someone else take it, builds your credibility for when you may need funding.

- **<u>Run Productive Meetings</u>**: Have an agenda, start and stop on time, review actions, assign accountability, and follow through. It is the action that occurs as a result of the meeting that determines whether it was productive or not. Accepting action from a meeting is a commitment by which we get measured everyday. To be credible is to be believable, and meeting commitments must start at the lowest level in the day to day execution of our programs.

As the warfighter transitions into the focused era of Joint and Coalition Operations, they will require the rapid fielding of technology across the spectrum of conflict. It will be our job, as the acquisition community, to manage the enterprise with industry to meet these 21st Century demands. Since becoming the Air Force PEO for Command and Control & Combat Support, I have made it my mission to infuse the principles of Credible Execution into every aspect of my portfolio. Our success will be measured on the performance of the capability we deliver, and on how well we executed the acquisition of these systems. My vision is a tight team: a bond of trust between the warfighter, the acquisition community, and industry. To build this trust, we must

be credible in all that we do. It must be intrinsic in our decisions, our actions, and our execution.

> ***Trust men and they will be true to you; treat them greatly, and they will show themselves great.***
> ***Ralph Waldo Emerson (1803 - 1882), Essays, First Series: Prudence, 1841***

1.3   Trust Model

To achieve changes in attitude and performance across the portfolio requires clear communications among all elements of the community. The Trust Model is the foundation for credibility and openness between parties.

The Trust Model was developed by Atlanta Consulting. It rests on the three principles of openness, credibility, and making and keeping agreements.

OPERATING ON THE TRUST MODEL:
1. OPENNESS
- **Being Truthful**
- **Listening & Believing**
- **Admitting Mistakes**

2. CREDIBILITY
- **You Can Be Depended on**
- **Treating Each Other With Fairness & Respect**

3. MAKING & KEEPING AGREEMENTS
- **No Fuzzy Agreements**
- **Only Make Ones You Can Keep**
- **If You Can't Keep an Agreement, Give Notice Immediately**
- **Clean Up Broken Agreements**

1.4   Focus Areas

Achieving consistency in processes and business practices across multiple Air Force programs, and leveraging the lessons learned from one program to the next, is a primary focus of the AFPEO/C2&CS. To harness synergy among programs and bring discipline to the portfolio, the PEO has established Focus Groups to champion activities. Each Focus Group has a champion or chairman, and at least one member from the PEO office. Progress reviews are held with the PEO very 6 weeks. The four Focus Groups are: Best Practices, Credible Execution, Annual Reports and Metrics, and Evolutionary Acquisition.

1.4.1 Best Practices

The Best Practices Focus Group is chartered to implement and embrace principles of franchising across the portfolio. Certain core business elements can be documented to ensure successes are repeatable. The Best Practices Focus Group is working to identify and proliferate standardized business practices across the portfolio to improve cycle time, eliminate re-work and share successful processes. The Focus Group is taking steps to capture existing PEO practices and policies related to program activities as well as coordinate a limited number of teams focused toward improving and standardizing high payoff practices. These groups will review current practices throughout the portfolio and develop a standard and consistent methodology for how we administer a process across the portfolio. Key processes under consideration for review and improvement include impact statement development, program risk management, and cost estimating.

1.4.2 Credible Execution

The Credible Execution Focus Group has the goal of improving credibility of Air Force acquisition community with OSD and Warfighter Customers because there is the perception that the Air Force doesn't do what it says it will do. This focus group, lead by the PEO, has begun a three pronged effort to increase credibility within the portfolio. First, the PEO has identified "Credible Execution" as the Focus of PEO Mission Statement, and the Trust Model as the basis of PEO portfolio actions. Second, to increase credibility, the PEO Office and the SPOs have identified and are tracking external commitments. Third, the program documentation within the portfolio has been scrubbed and a Compliance Matrix is used to measure documentation currency and appropriateness.

1.4.3 Annual Reports and Metrics

The single goal of the Annual Report and Metrics Focus Group is to develop an appropriate metrics set for the portfolio. The team members surveyed Air Force organizations for Best Practices and Best Metrics. They developed a prototype tool which defined and weighted various measures for the health of programs ranging from Program Inception to Sustainment. They developed a model for an "Annual Report" approach which rolls up the information to the portfolio level, or allows drilling down to several levels of individual program detail.

1.4.4 Evolutionary Acquisition

Evolutionary Acquisition (EA) cuts the time that it takes for new capabilities to reach the Warfighter. Therefore, it is the goal of the Evolutionary Acquisition Focus Group to maximize the use of EA across the Portfolio. This focus group is working to integrate EA processes within existing DoD processes, to adopt EA "Best Practices" throughout the Portfolio, and to develop EA communication and training processes.

The establishment of the four focus groups will enable the PEO to better execute his goals of credible execution, franchising our processes, standardizing our tools, streamlining and increasing the quality of our reporting, and managing our portfolio as an enterprise.

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Section

2

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2. How we are organized

"Participative management is, simply stated, involving the right people at the right time in the decision process.."

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—Wayne Barlow

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2.1   Organization Chart

The AFPEO/C2&CS is divided into three divisions: Combat Support Systems, Command and Control Systems, and C2&CS Integration as shown in the chart below.

AFPEO/C2&CS

Program Executive Officer O-7

Executive Officer O-5
Executive Secretary GS-8
Executive NCO E-5

Deputy Program Executive Officer SES

Executive Secretary GS-8

Combat Support Systems

Director, O-4
GCSS-AF
IMDS
Director, O-4
GTN, JAMSS
DLAMP, GS-14
ILS-S, SCS
A -Team Support
(GCSS-AF)
A -Team Support
(GCSS-AF)

Command and Control Systems

Director, GS-14
AWACS (USAF)
AWACS (Int'l)
Director, O-4
JSTARS
MP-RTIP
Global Hawk
A -Team Support
(AWACS - USAF)
A -Team Support
(AWACS - NATO)
A -Team Support
(Global Hawk)

Director, O-5
SND C2
SWPS, C2 Mod
Director, O-4
CAF C2
E-4B
A -Team Support
(Documentation)

C2&CS Integration

Director, GS-15
Portfolio Integration
PEO Interfaces
PEO Chief of Staff
A -Team Support
(Integration)
A -Team Support
(Reporting)

AFPEO/C2&CS also serves as DAC Liaison for AF Portal, TBMCS and Tactical Data Links

The AFPEO/C2&CS also interfaces with many organizations that report to the PEO for program execution. This relationship is depicted in the chart shown below.

ESC/ND **STRATCOM/J63** **ESC/AC**

Reporting Units *Programs*

SEWS   MCCC   N/UWSS   RAOC/ADS   P-Shield   BCS
JDEC
SWPS   C2 Mod

Command and Control Systems

US AWACS 30/35/40/45

E-4B Mod — OC-ALC/LKM

C2 Systems

ESC/AW

AEW&CS

AFPEO/C2&CS

JSTARS — ESC/JS

C2 Systems

NATO/Int'l AWACS

MP-RTIP — ESC/SRV

AWACS RSIP

Global Hawk — ASC/RAJ

Combat Support Systems

Reporting Units *Programs*

Reporting Units *Programs*

GTN   FIRST   SCS   Legacy Sys   ILS-S   IMDS   GCSS-AF

USTRANSCOM   MSG/FN   MSG   ESC/IL   SSG   ESC/DIS

2.2   Roles & Responsibilities

2.2.1 PEO

The PEO is the corporate operating official who supervises a portfolio of mission-related ACAT I, II, III, IAM and selected programs. The PEO is accountable to the Service Acquisition Executive for the cost, schedule, and performance (within the approved baseline) of the portfolio. The PEO is the primary external interface with customers and contractors for all the portfolio programs. Primary day-to-day execution focus will be on the C2 programs supporting Air Combat Command (ACC), USSTRATCOM, AFSPC/NORAD C2 and other international customers. The PEO is a co-chairman on the NATO General Officer Steering Group (GOSG) and the Bi-lateral Steering Committee with Canada. He is a member of the Joint Program Executive Officer Interchange, the C2 Summit, the Single Managers Conference, the PEO/SYSCOM, PEO/DAC Forums, and AC2ISCRC Roundtable.

2.2.2 Deputy PEO

The Deputy PEO serves as the PEO's representative in his absence for all AFPEO/C2&CS programs. The Deputy has been delegated primary responsibility for all Combat Support programs in the portfolio. Primary day-to-day execution focus will be on the Combat Support programs supporting AF/IL, AFMC/LG, USTRANSCOM, SAF/FM, and the remaining customers of the 23 functional areas of GCSS-AF. All SPO, Air Staff, and OSD interactions for these programs will be directed to the Deputy.

2.2.3 Directors

Each of the programs in the portfolio has an assigned Director within the PEO staff. The Director is responsible for program oversight of assigned portfolio program(s). In that capacity, the Director supports the PEO and System Program Director to ensure that programmatic actions occur within established cost, schedule, and performance standards. Specifically, the Director assists the PEO in carrying out the following responsibilities:

a) Oversees acquisition program cost and scheduling to meet all performance requirements within approved baselines, program direction, and acquisition strategy.
b) Ensures that FMS system acquisition programs are executed in accordance with the Arms Export Control Act and DoD and Air Force directives.
c) Directs SPDs, emphasizing planning, reporting, and preparing for milestone and other program reviews.
d) Ensures program offices focus on satisfying operational requirements.
e) Participates with program offices to maintain a continuous dialogue with the using and supporting commands.
f) Ensures program offices exercise contracting authority and responsibility according to the Federal Acquisition Regulation (FAR), DFARS, and implemented in the AFFARS.
g) Ensures that program office correspondence and presentations are timely, accurate, and of high quality. Reviews and coordinates on important program documents.
h) Provides early warning to the SAE and acquisition staff of significant problems or issues.

i) Identifies reprogramming sources inside their portfolio for "top down" directed requirements.

j) Advises the acquisition staff on reprogramming and budgeting actions.

k) Assists the Mission Area Directors in preparing and defending the Air Force budget.

l) Closely coordinates with the Program Element Manager (PEM) to ensure SPOs are not double tasked and to keep all parties informed on near-year issues.

2.2.4 Front Office Group (FOG)

The FOG consists of the Executive Officer, the Administrative NCO and two executive secretaries. The FOG has divided up their duties and responsibilities as shown in the following chart which is available in O:\peoc2&CS_Admin\Personnel\Additional Duties.doc

2.2.5 System Program Directors

A System Program Director (SPD) is the single individual under the integrated weapon system management architecture, responsible for the life-cycle management of a system or commodity. The SPD is the program manager vested with full authority, responsibility, and resources to execute an approved acquisition program on behalf of the Air Force. For acquisition related matters, the SPD is accountable to the PEO and/or the DAC. See AF Instruction 63-101 and AF Policy Directive 63-1 which are available on the Defense Acquisition Deskbook web site http://web2.deskbook.osd.mil/.

2.2.6 PEO/MAD Relationship

Mission Area Directors (MADs) provide the expertise and functional support to ensure the SAEs responsibilities are appropriately executed. MADs function as a Staff organization. They set the framework, guidance and strategic direction for the acquisition system, i.e. provide policy, direction and overall resource allocation through the PPBS cycles. MADs function as focal points and conduits for interfaces with Congress, OSD, JCS, other Services, Air Staff and MAJCOMs. They provide acquisition inputs to the PPBS and are responsible for developing the program budget and identifying reprogramming sources for top-down directed requirements.

PEOs function as a line organization. They manage and integrate portfolios of programs. They are responsible for the management and execution of acquisition programs within their portfolios in terms of cost, schedule, and performance within the baseline. PEOs direct the System Program Directors in all aspects of program execution. They keep the SAE and MADs informed of significant or sensitive problems or issues and assist the MADs in identifying reprogramming sources from within their programs for top-down directed requirements.

The following diagram shows the view of the PEO and MAD relationship.

PEO/MAD Relationship

U.S. AIR FORCE

The "View"
- Air Staff/Secretariat
- Other Services
- OSD
- Congress
- Media
- Warfighters/Users
- $ (Budget/POM Years)
- *MADs Get the Money*

SecDef

SecAF → **DAE**

SAF/AQ ←(Same Person)→ **SAE**

MADs → **PEOs**

Congressional, OSD, & PPBS Interface ←→ Program Execution

The "View"
- System Program Offices (SPOs)
- Contractors/Industry
- Warfighters/Users
- OSD
- $ ("Execution" Year)
- *PEOs Spend the Money*
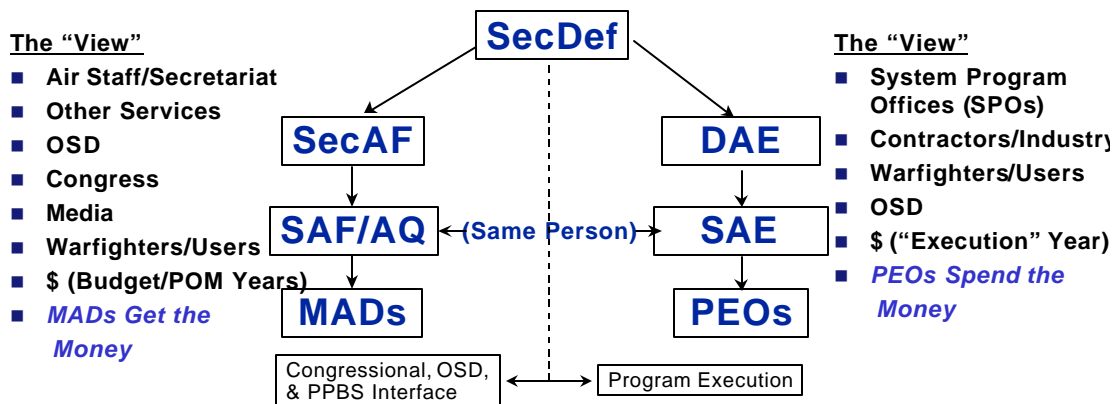
Working as a team, each with a different view, but with a common objective...
Weapon Systems Meeting the Needs of the Warfighters!

As of:

Integrity - Service - Excellence

2.3 Portfolio Programs

2.3.1 COMMAND AND CONTROL SYSTEMS:

➢ **JOINT SURVEILLANCE TARGET ATTACK RADAR SYSTEM (JSTARS)**

Joint STARS Supplies near-real-time surveillance and targeting information on moving and stationary ground targets, slow-moving rotary and fixed wing aircraft, and rotating antennas. The system conducts surveillance, targeting, battle management, command and control, and provides support to special missions and peacekeeping operations. Joint STARS contributes to an understanding of the enemy and friendly situation and assists in the delay, disruption, and destruction of the enemy forces. As Executive Service, the Air Force is responsible for the overall management of the Joint STARS program and, in coordination with the Army, functions as the single manager for program decisions. The Air Force is responsible for the airborne portion of the system, the E-8 aircraft, while the Army is responsible for the ground station elements (the Common Ground Station (CGS) and the Joint Services Workstation).

➢ **GLOBAL HAWK**

The Global Hawk system is a high altitude, long endurance Unmanned Air Vehicle (UAV) and integrated sensor system to provide intelligence, surveillance, and reconnaissance (ISR) capability to the joint services. The system will provide high-resolution, high-quality, digital Synthetic Aperture Radar (SAR), Electro-Optical (EO), and medium wave infrared (IR) imagery of tactical targets and other critical areas of interest. A Signal Intelligence (SIGINT) capability is also being developed.

➢ **NATIONAL AIRBORNE OPERATIONS CENTER (NAOC)**

The NAOC E-4B fleet consists of four aircraft undergoing upgrades to overcome sustainment issues. The responsibility for the execution of E-4B Program is divided between both a Designated Acquisition Commander (DAC) and a Program Executive Officer (PEO). AFPEO/C2&CS shall be responsible for the development, production, and associated life cycle support and initial provisioning of the E-4B Block 5 Update. Additionally, AFPEO/C2&CS has an ongoing responsibility to direct planning, programming, and acquisition strategy

for future major C4I modifications to the E-4B fleet outside the scope of the E-4B Block 5 Update Program for which funding is programmed.

➢ **MULTI-PLATFORM RADAR TECHNOLOGY INSERTION PROGRAM (MP-RTIP)**

The MP-RTIP provides enhanced Wide Area Surveillance (WAS) system capabilities to the warfighter, provides for a robust multi-mission Global Hawk (GH) reconnaissance and surveillance capability, and enables NATO and Alliance Ground Surveillance (AGS) programs. MP-RTIP will include design of a modular, scalable 2-dimensional active electronically scanned array (2D-AESA) radar, and development, fabrication, and test of MP-RTIP radars suitable for future integration on various airborne platforms. The manned aircraft for Wide Area Surveillance will be decided in FY02. Additionally, a radar will be integrated onto the Global Hawk and the US will develop and demonstrate a radar suitable for the North Atlantic Treaty Organization (NATO) AGS program, if NATO selects an MP-RTIP based sensor.

➢ **AIRBORNE WARNING AND CONTROL SYSTEM (AWACS)**

AWACS is an airborne early warning command & control and battle management platform. It provides a highly mobile, flexible, survivable wide area theater battle management (BM), surveillance, and C2 capability. The aircraft is equipped with active and passive sensors to detect, track, and identify airborne and maritime targets at extended ranges as well as identifying air/ground emitters. AWACS can relay "big picture" information to C2 agencies and friendly aircraft. AWACS offers a wide range of employment options in battle management and command roles. The platform may be employed in a centralized mode to contribute to a common tactical picture or, in the most decentralized manner, as a self-contained, standalone, autonomous operation. The platform is equipped with several links, which provide the capability to send/receive information to/from complementary agencies. AWACS provides worldwide response to situations requiring immediate on-scene command and control and battle management using imbedded real-time surveillance for employment of U.S. and allied combat air forces. AWACS is critical to gaining and maintaining battlespace air superiority.

➢ **INTERNATIONAL AWACS**

International AWACS includes the following:

NUMBER	PLATFORM	OWNER
7	E-3	U.K
4	E-3	France
5	E-3	Saudi Arabia
17	E-3	NATO
4	E-767	Japan
4	737 Wedgetail	Australia
TBD	737 Wedgetail	Turkey

- **PEACE SHIELD**

  Peace Shield is the Kingdom of Saudi Arabia's command and control system consisting of: 1 Command Operations Center, 5 Sector Command Centers/Sector Operation Centers, 17 Long Range Radio/Radars, a Central Maintenance Facility, the C3 School, a Software Maintenance Facility, integrated satellite, fiber, communications networks, and over 200 external agencies including interfaces to Royal Saudi Air Defense and Land Forces.

  U.S. programmatic elements of the Peace Shield program include five key areas: **Program management** is exercised through a contract with ESC, managed out of the Kingdom. **Formal training** is provided via directed manning and supports operations, support, and maintenance. The C3 School, OJT functions, and on-site skill certification are major training components. **Maintenance / Supply** support is provided via directed manning and includes assistance to the Royal Saudi Air Force (RSAF) in maintaining system hardware, software, facilities, and communications networks, as well as providing CONUS Logistics Engineering Support. The **System Engineering** team provides support on open architecture Command & Control Environment (CCE), Shared Early Warning, Intel, Interoperability, and system evolution. Finally, system upgrades, based on RSAF requirements, are included in the Peace Shield **Enhancements** plan.

- **NORAD/USSPACECOM Warfighting Support System (N/UWSS)**

  N/UWSS is CINCNORAD and USCINCSPACE's Command and Control vision for an integrated common operating picture across multiple missions with an interoperable network based infrastructure.

N/UWSS missions include Space Forces C2, global interoperable C2 for all existing and future geographic CINC missions (including integration with missile defense, computer network defense/attack, etc), and migration of Integrated Tactical Warning/Attack Assessment on that infrastructure. N/UWSS relies on a comprehensive Operational Architecture that will align with Joint and Air Force C2 doctrine and is Global Information Grid and joint technical architecture compliant.

➢ STRATEGIC WAR PLANNING SYSTEM (SWPS)

SWPS is the automated planning system required to maintain and build the Single Integrated Operational Plan (SIOP) in support of the United States Strategic Command (USSTRATCOM) mission to deter a major military attack on the United States or its Allies; and if deterrence fails, employ forces. It is the only system in DoD responsible for integrated targeting and planning all strategic nuclear weapons in the TRIAD (ICBM, SLBM, and bomber aircraft). A modernized SWPS will provide a flexible war planning system for timely and effective employment of forces. USSTRATCOM can no longer rely on planning a SIOP which takes 15 months to build. USSTRATCOM's goals are to:
1. streamline the deliberate and adaptive (crisis) planning process
2. provide a more flexible worldwide planning capability
3. posture the major SWPS planning tools for the integration into mobile systems
4. provide for interoperability with other DoD planning and Command and Control (C2) systems
5. provide non-strategic nuclear and conventional force and contingency planning support to other CINCs.

To accomplish their goals, SWPS has been re-engineered into eight interactive planning activities and a supporting information management activity to be modernized in an incremental, evolutionary manner.

➢ C2 MODERNIZATION (C2 MOD)

The purpose of the C2 Mod is the modernization of USSTRATCOM's C2 capabilities to achieve the spectrum of operational warfighting capabilities described in Joint Vision 2020. This is a 7-year program to completely update existing C2 for USSTRATCOM by eliminating legacy stovepipe systems, by using current up-to-date and future technology, and by providing interoperability with CINCs, Services, and Agencies.

➢ SHARED EARLY WARNING SYSTEM (SEWS)

SEWS provides theater missile warning data to selected US allies/foreign partners in support of theater CINC engagement strategies and US policy goals via bilateral agreements. SEWS also provides situational awareness of partner missile warning data to the respective warfighting CINCs.

➢ JOINT DATA EXCHANGE CENTER (JDEC)

JDEC provides strategic missile warning data to the Russian Federation (RF) in support of a presidential US/RF MOA signed 4 Jun 2000. By providing timely and accurate missile warning data, it reduces the risk of inadvertent nuclear retaliation because of an erroneous launch detection. JDEC is located in Moscow and is the first permanent US/RF joint military operation.

➢ CONTROL AND REPORTING SYSTEM (CRC)

The Ground Theater Air Control System (GTACS)Program has evolved/migrated to become the development, procurement, fielding, modernization and sustainment of the Modular Control System (MCS) equipped Control and Reporting Center (CRC). The MCS equipped CRC consists of ground-based radars; operations modules; mobility vehicles; and satellite, microwave and other communications equipment. The CRC is a flexible, mobile, sustainable weapon system that provides the Joint Task Force/Joint Force Air Component Commander a deployable, Theater Battle Management (TBM) Command and Control (C2) capability to execute theater air operations.

➢ MOBILE CONSOLIDATED COMMAND CENTERS (MCCC)

The MCCCs provide contingency reconstitution and continuity of command capability in the event primary command and control facilities are incapacitated. MCCC performs the following functions: War Prevention (C2 Strategic Forces, Deterrence, Intelligence), Strategic Planning (SIOP), Force Enhancement (Communications), and Space Support (Maneuver).

2.3.2 COMBAT SUPPORT SYSTEMS:

➢ GLOBAL TRANSPORTATION NETWORK (GTN)

GTN is the automated C2 system necessary for USTRANSCOM to carry out its mission to provide global transportation management for the DoD. GTN will provide USTRANSCOM's customers with the transportation information they need to view goods and passengers

while in transit and effectively manage their logistics situation. To do so, GTN will integrate information about the status of required movements of supplies, cargo, forces, passengers, and patients with information about scheduled and actual airlift, air refueling, aeromedical, ground transportation, and sealift movements. In addition to making integrated data available to USTRANSCOM's customers, GTN will pass the information to other systems as required, including but not limited to Global Command and Control System (GCCS), Joint Total Asset Visibility (JTAV), and GCSS-AF. GTN also implements the USTRANSCOM chartered tasking to provide for deployment-related automated data processing systems integration and to provide centralized traffic management in peace and war.

➤ **GLOBAL COMBAT SUPPORT SYSTEM - AIR FORCE (GCSS-AF)**
The mission of the GCSS-AF is to provide the war fighter and supporting elements with the timely, accurate and trusted cross-functional agile combat support information, with the appropriate level of security needed for the Expeditionary Air Forces to execute the Air Force Mission throughout the spectrum of military operations. The GCSS-AF program will modernize, integrate, evolve, and maintain standard Air Force and DoD Automated Information Systems (AIS). GCSS-AF is a Family of Systems that spans twenty-three functional domains. The domains are: Acquisition, Chaplain, Civil Engineering, Communications, Comptroller, Contracting, Health Services, Legal, Logistics Plans, Maintenance, Material Management, Munitions, OSI, Personnel, Public Affairs, Quality and Manpower, Safety, Security Forces, Services, Space Support Teams, Supply, Transportation, and Weather. The current major acquisition programs that are a part of GCSS-AF are FIRST, ILS-S, IMDS, and SCS, which are described below.

➤ **FINANCIAL INFORMATION RESOURCES SYSTEM (FIRST)**
FIRST is a system in the Comptroller domain that is designed to replace legacy budget systems with modern system architecture and provide Air Force financial managers with an integrated information system. FIRST is a budget system modernization effort sponsored by the Air Force Deputy Assistant Secretary (Budget) and will serve as the foundation for the corporate Air Force Planning, Programming, and Budgeting System (PPBS) environment. FIRST's objective is to provide Air Force financial activities with a lasting information system to meet new and current functional user demands and create an easier path to make future

changes. Current Air Force budget automated system capabilities consist of three separate systems: Automated Budget Interactive Data Environment System (ABIDES), Command Budget Automated System (CBAS), and the Microcomputer-Based Automated System (MicroBAS). FIRST will be developed and deployed in five increments (functionalities) to provide the required mission capability through an evolutionary acquisition approach guided by AFI 63-123.

> **INTEGRATED MAINTENANCE DATA SYSTEM (IMDS)**
IMDS is an information technology program in the Maintenance domain that will provide Air Force decision-makers with the information they need about operational readiness. IMDS will improve the efficiency of sustaining operations within the USAF by integrating multiple and diverse maintenance management information systems into a single open-system client/server network. This will enable IMDS to provide a single virtual data repository that is accessible by all Air Force command levels. IMDS is to provide maintenance personnel all maintenance information assets under one system. It will display electronic technical manuals, provide easy-to-use data entry, record maintenance actions, and link all external data sources (maintainer, supervisor, warehouse and supply). IMDS will also provide flight line and other point of maintenance productivity improvements such as: elimination of duplicate data entry; capability to use Interactive Electronic Tech Manuals (IETM) with hypertext linking; smart diagnostics; improved and automated data collection via bar-code scanners and voice input; and intuitive Graphical User Interface (GUI) screens.

> **INTEGRATED LOGISTICS SYSTEM-SUPPLY (ILS-S)**
ILS-S is an application in the Supply domain that will replace the legacy system, Standard Base Supply System (SBSS). ILS-S will provide inventory accounting, ordering, and financial management for the Air Force. It provides total visibility and control of property in the warehouse, in transit, in maintenance repair, in the custody of using organizations, and while deployed. It embodies a fully integrated financial system that performs inventory accountability, stock fund management, operating and maintenance expense accounting, budgetary computations, and provides an audit trail of all transactions. Its mission is to provide direct supply support to active Air Force units, the Guard, and the Reserve, during peace and war, at fixed main bases, bare bases, and forward locations. It contributes to the Air Force mission through

support of sortie generation, combat readiness, sustained combat operations, and capability assessment.

➢ STOCK CONTROL SYSTEM (SCS)

SCS, another application in the Supply domain, automates the management of supply and provides enhanced processing of stock control transactions and management information at Air Force and Marine Corps inventory control points. SCS's primary functions are to provide current asset visibility, maintain balances, process requisitions, and provide status to worldwide customers. The high-level asset management functional areas contained in the SCS are requisitioning, item technical data, inventory, due-in/receipts, materiel returns (excess), controlled items, depot support, miscellaneous supporting functions, and financial accounting. SCS is a production system with bi-weekly software releases to incorporate changes to the sustained system.

There is also a SCS Modernization Program underway which will use a spiral and incremental development methodology. The resultant system will provide a three-tiered technical client-server architecture for hardware, and a software architecture that promotes rapid, lower cost application development to support incremental business process change. It will insert World Wide Web technology into the SCS architecture as a means of simplifying data and application access while minimizing client application software configuration management.

➢ Logistics Legacy Systems

In addition to the above systems there are over 120 additional logistics legacy systems that reside at ESC/IL for which the PEO office is responsible. These legacy systems span 6 of the GCSS-AF functional domains (Logistics Plans, Maintenance, Material Management, Munitions, Supply, and Transportation). These systems are planned to migrate to the GCSS-AF. A list of the ESC/IL systems can be found at https://web2.ssg.gunter.af.mil/il/modules/programs/list.asp?by=Acronym.

3. Administrative Instructions to help day-to-day operations

"Our duty is to be useful, not according to our desires, but according to our powers."

--Henry F. Amiel

3.1 Telephone Roster

The Telephone Roster is to be kept current and filed in the folder O:\peoc2&CS_Admin\Phone Numbers. The FOG will be responsible for keeping the roster current and for disseminating updates. There are several versions of Telephone Rosters. The one below is most often used, but there is also one with intercom numbers and cubical numbers. That is located in the same O Drive folder.

3.2 Recall Roster Procedures

The Recall Roster is part of the Emergency Procedures for the office and is maintained by the FOG. It is to be kept current and reissued immediately to all office personnel whenever there is an update. The current version of this roster is filed on the O:\peoc2&CS_Admin\Emergency Information\Recall Roster. A hardcopy of the roster should be in the possession of staff at all times. The Rules for Recall are as follows:

- Once started, the recall chain must never by broken. When notified of a recall, immediately call the next individual on the roster and follow the

procedures below. Relay messages verbatim. Leaving a message with another person or an answering machine does not constitute contact. If you cannot contact the next person on the list, call the next person after in

- the chain, pass along the names of those not contacted, and record the time of attempted contact. The last person in each notification chain will contact the Executive Officer and pass the completion time for that chain and the names of those not contacted.
- If you are required to report to work - REPORT DIRECTLY. Each individual is responsible for reporting to work quickly, in the appropriate uniform, and exercising safety when responding. DO NOT delay for personal grooming, meals, etc.
- The first person to arrive at the office will print a copy of the roster, initial and note the time of your arrival. Place the roster as a sign-in-sheet for the remaining staff on the front desk. Every other office member must sign in and document the time of arrival. If there was someone you were not able to reach directly on the recall, note that fact on the sign in sheet. After you sign-in, stay in your duty section.
- Government civilians and on-site contractor support will be contacted only when specifically requested during the initiation of the recall (i.e., notification of actual disasters, severe weather, or other workplace emergencies).
- The use of e-mail is not an option when informing personnel of a recall-- verbal contact must be made.

3.3   Organizational Chart Updates

Updates and changes to the Organization charts are made through the FOG. Current copies of our organizational charts are stored in O:_Admin\Org Charts. These are done in PowerPoint and can be inserted in briefs as necessary. Frequently we receive charts from other agencies. Those should be filed in the same Org Chart folder with a file named which clearly identifies the chart.

3.4   Mailing and Addresses

The mailing address for this office is:
> AFPEO/C2&CS
> 1100 Air Force Pentagon
> Washington, DC 20330-1100

FedEx Address: 1500 Wilson Blvd, Suite 12-600
 [Name and phone of POC]
 Arlington, VA 22209-2404

Office Title: Air Force Program Executive Office
 for Command and Control & Combat Support Systems

Office Symbol: AFPEO/C2&CS

Top two duty titles/signature blocks

PEO JEFFREY R. RIEMER, Brig Gen, USAF
 Air Force Program Executive Officer
 for Command and Control & Combat Support Systems

Deputy VIRGINIA L. WILLIAMSON
 Deputy, Air Force Program Executive Officer
 for Command and Control & Combat Support Systems

3.5 Directions to Our Office

The office location for AFPEO/C2&CS is:
 12th Floor, Suite 600
 1500 Wilson Blvd.
 Arlington, Virginia 22209

Directions to get to the office are:

- **From the Beltway:** Take I-495 to I-66E to Rosslyn/Key Bridge exit. After exiting ramp, take a right onto Ft Myer Drive. From there, turn right onto Wilson Blvd. The Building is on the left at 1500 Wilson Blvd. See below for parking.
- **From National Airport:** Take Rt. 1 North and bear left where the road splits onto Rt. 110. Get in the center of the Left lane. Take the Wilson Blvd exit to the left towards Rosslyn. The Building is on the left at 1500 Wilson Blvd. See below for parking.
- **Garage Parking** is available for $7.00 all day ($6.00 before 1000) in the 1500 Wilson Blvd building. You must enter the garage on Clarendon Blvd.

From Wilson Blvd, make a left on to North Pierce St and then left on Clarendon Blvd. The entrance to the lot is on the left. You may have to show ID to get into the garage. You can take the garage elevator to the 12th Floor. There are other garages along Wilson Blvd. and side streets if the 1500 lot is full.

- **By Metro:** Take Blue or Orange Line train to Rosslyn (From National Airport use the blue line train marked Addison Road). At top of long escalator, exit station to left and make first right up stairs to rear exit of station. Upon reaching sidewalk, go left to end of block and then make a right up Wilson Blvd. 1500 will be several blocks on the opposite side of the street.

3.6   Document Storage

The O Drive is the common share drive for the office. The purpose of the common share drive is to develop access to information about office procedures and programs that can be available to anyone in the office. The filing system was developed to facilitate retrieval. Rigor in storing files and common conventions make it possible for you and others to find essential information. The following conventions will be maintained:

- All office work that can be shared will be stored on the peoc2&CS directory on the O Drive
- The top level folders will be named with an underline before the name so that they come up first in the file list. E.g. _Programs
- The top level folders are the following:
  - _Admin
  - _Focus Areas
  - _Integration
  - _PEO Events
  - _Personal
  - _Policy
  - _Programs
  - _Special Projects
  - _Templates

Within these folders are certain standard folders which are defined in the File Management Plan. This plan can be found in O:\peoc2&CS_Office file.ppt which is to be the only individual file in the peoc2&CS folder.

3.7 Communication Forums with PEO

There are numerous opportunities for the Directors and Staff to communicate with the PEO. Among these are the daily standup, weekly staff meeting and the monthly director review.

Daily Standup:
Standup occurs every morning from 0800 to 0830. The entire PEO staff is expected to attend. The purpose of the standup is to give the PEO a heads-up on any late-breaking events of which he needs to be aware. In particular, he needs to be apprised of any issues that might result in a phone call or e-mail to him so that he will be prepared to respond to the issue. Standup is not a substitute for asking for face time with the PEO. Presentation time at Standup should be no more than 60 to 90 seconds unless the PEO has questions. Two-minute inputs from everyone in the office would push the Standup to more than 30 minutes which is beyond the desired time limits. Input at Standup is not mandatory. If you have nothing to add, that is quite acceptable.

Weekly Staff Meetings:
Weekly Staff Meetings take place every Monday from 1300 - 1430, but will be rescheduled if conflicts arise. The Staff Meeting is coordinated with the weekly WAR inputs. The PEO reviews the WAR inputs before the Staff Meeting. Staff Meetings usually follow the format of:
• PEO Comments
• Review of PEO Calendar
• Directors Comments (Around the Room)
• Any other issues or tutorials that arise

There is a template for the format of the Directors Comments in O:\peoc2&CS_PEO Events\Staff Meetings. The topics to be covered are:
• Media
• OSD - actions taken by or needed of OSD
• Congress - issues before Congress
• Conferences/Reviews (30-90 Day look-ahead). The PEO needs information on whether the event requires his attendance or is only for informational awareness. Events requiring his attendance should be coordinated on his calendar with his secretary. Listing them at staff does not get them on the calendar.
• Invites/Visits - speaking engagements, customer or contractor visits for the top 2 in the office. Be sure to cover the rational for the visit.

- Letters/Packages - to be signed or coordinated
- Tasking/Suspenses - If you have a Program Brief, especially if it is to another General Officer (GO) or the warfighter, the PEO must receive a pre-brief. Pre-briefs must be formally scheduled on the PEO's calendar and should ideally occur 3 days before the brief is scheduled. This applies to VTCs with GOs or warfighters as well.
- External Commitments - For credibility, action items , particularly those outside our own community must be tracked. The PEO wants to know what actions his office is committed to.
- TOP Issues: - During regularly scheduled meetings, the PEO would have just read the WAR reports prior to the meeting. This is an opportunity for him to ask questions/get clarifications or for the Director to indicate what help is needed from the PEO.

Monthly Director's Review:
These meetings are a time for the PEO and the Director to review the Programs in depth. Notes from prior reviews and a format for the meeting can be found in O\peoc2&CS_PEO Events\Monthly Directors Review. Briefs should also be filed in this folder in subfolders labeled by month.

3.8 PEO Packages

Packages for review, signature or co-ordination by the PEO must be signed into the AFPEO/C2&CS Package Log Book which is located at the front desk. A document identifier is assigned, the Point of Contact and Title noted and the date logged in. After log in, the package is placed in the PEO In Box which sits on the secretary's desk. When the document is returned, the FOG notes the date out.

The Top duty titles/signature blocks are:

PEO   JEFFREY R. RIEMER, Brig Gen, USAF
       Air Force Program Executive Officer
       For Command and Control & Combat Support Systems

Deputy   VIRGINIA L. WILLIAMSON
       Deputy, Air Force Program Executive Officer
       For Command and Control & Combat Support Systems

When providing documents for PEO signature/coordination, SPOs should leave the signature block blank so that the PEO FOG can process the documents quickly with the appropriate signature block. The deputy has the authorization to perform day-to-day execution duties for designated programs and to sign documents for the PEO, except in specific cases where directives require otherwise. A read file will be maintained to ensure continuity across the programs.

In the absence of the PEO, the deputy to the maximum extent possible, will be available to represent the office and insure time critical actions are addressed. If both the PEO and Deputy PEO are on travel at the same time for short periods, they will provide contact information. For extended absences or periods involving overseas travel, the PEO will designate an acting PEO.

3.9 Staff Packages

Additional Instructions for Packages Requiring SAF/AQ Signature and/or Coordination

- SAF/AQ will continue to accept hardcopy packages as well as softcopy Binder E-staffed packages
  - SAF/AQ Exec will make minor format corrections to packages submitted only in softcopy.
- Put a Snowflake on top of the Package prior to submittal to AQ:
  - AFPEO/C2&CS Snowflake template in O:_Admin\Templates
  - Director, package originator, identifies action required
- Identify who in AQ needs to sign, coordinate, or read for info
  - Should be the person in AQ who is taking the action for your program
  - For example, if Ms Druyun chaired the ASP, then recommend her to sign J&A or SAMP
  - Include your name and phone#
- Provide "brief" description of the package and action required
  - Very top level; don't rewrite the cover of the Staff Summary Sheet (SSS)
  - Note: Info only packages will not be routed in AQ for signature/coordination. Info packages are put into a read file, and you won't get a signed/initialed comeback copy.
  - Don't put "info" on packages requiring documented signature/initials
- For Binder Packages, add a note/email message on top that captures the info required in the snowflake.

If a 5 x 8 card is requested, use the following example: The template is located in O:_Admin\Templates.

AFPEO/C2&CS_____SAF/AQ_____

SUBJECT: Global Hawk Australian Deployment

Background:
- Global Hawk AV#5 will deploy to Australia from 7Apr 01 – 7 Jun 01 for a Series of Joint US/Australia Exercises
- 22 hr, 7539 nm ferry flight will be supported by UHF SATCOM and INMARSAT C2 Links
- Joint Ground Control Elements will be located at RAAF Edinburgh
- Participate in 12 Missions; 2/week with 1/week backup
- Exercises will be a combination of blue water maritime, littoral, and land surveillance
- Australia will evaluate Global Hawk as potential Broad Area Aerial Surveillance (BAAS) Asset
- Australian deployment is most significant challenge to date
- **Partnership between RAAF, USAF, Northrop Grumman and the Australian Defense Science & Technology Organization (DSTO) making deployment a reality**
- $20M Effort will be shared 50/50 with Australian Government
RECOMMENDATION:
For Information Only

Maj Streitmater/AFPEO C2&CS/588-6466/9-Sep-02

Additional Instructions for Packages Requiring CV, CVA, or CSAF Signature and/or Coordination

Use Staff Summary Sheets (SSS) only - no more cards, point papers, or other variants of summary information should be used.

3.10 E-Staffing

DoD is transitioning to an electronic staff package process. User guides and operating instructions on these procedures can be found at the following site: http://www.hafdash1.hq.af.mil/workflow_es.cfm.

All new Directors and AOs are encouraged to attend the training offered through HAF/ES on these applications.

3.11 PEO Tasking to SPOs

Tasking to the SPOs should be in writing so that there is no confusion over what has been required. E-Mails should cc the SPD if the Director is working with a staff contact. Please ensure your process addresses:

- SPD should be aware of all external tasking in their SPO
- SPD should ensure tasking suspenses are met or renegotiated (if a higher priority task displaces a previous tasking, be sure to negotiate relief with the tasking organization). There appears to be taskings making it into the SPOs that are missed without the knowledge of the SPD.
- SPD should be aware of the answers their organization is providing to external taskers (the answers need to have the SPDs fingerprint on them). If the SPD isn't available, the Deputy or Acting SPD can fulfil this check.
- PEO should be aware of tasking to SPOs from other organizations that have the potential of impacting the program baseline. Direction to alter the program must come through the PEO. If SPOs are tasked by other organizations to change their program, have them make their request to the PEO.
- Ensure the right agencies are aware of the responses you provide to taskers. We need to be sure everyone remains on the same sheet of music.

The Directors are responsible for the creation of canned e-mail address lists that can be used by the PEMs and AO to ensure the information and taskings are flowing consistently to include all the appropriate stakeholders.

3.12 PEO Conference Room Scheduling

Scheduling of the PEO/C2&CS conference room is done through the FOG. They need to know whether the PEO will participate and if not, to have the requesting staff's phone number in case the PEO needs to pre-empt the meeting.

Other conference rooms are available and can be identified through the SAF/AQ Intranet Home Page. In the upper right quadrant of the page is a topic called "OPS Support" There you can click on AQ or HAF conference

rooms for POC information as well as the capacity and capabilities associated with each room.

3.13 PEO Policy and Policy Letters

PEO policy letters can be found in O:\peoc2&CS_Policy\PEO Policy

3.14 Travel

Travel should be tied to accomplishing the program execution duties of the PEO office. The use of VTC and teleconferencing should be maximized. The PEO encourages the SPDs to establish limits for their workforce to ensure we leverage their availability to maximize throughput. SPDs should be individually involved in the approval of international travel to ensure we are not placing our people in a position of increased risk without justification.

Our first choice should be to conduct business without traveling. Most briefings to the PEO that are informational or decision type can be done via VTC; however, there are many events that require face-to-face interaction. To be effective, discussion/planning type meetings that require a lot of dialogue/side discussions, and working level meetings at the IPT level usually need to be face-to-face.

If you are not the initiator and you are being invited to an event, use similar criteria. This is where judgement comes in. If you aren't there it may send a negative message, and we may lose the opportunity to be involved in the future.

We can't do our mission of CREDIBLE EXECUTION without having a presence in our SPOs. If you feel you can't effectively support the PEO in your role to CREDIBLY EXECUTE your programs without traveling, then travel. As a rule of thumb, Directors should visit their SPOs once a month (not mandatory, but a good idea for remaining connected to the people you need to work with). The PEO would like to visit the SPOs once a quarter. We need to maximize grouping agendas in a way that achieves multiple goals with one visit.

3.15 Communication & Briefings

 We need to simplify the stories we tell. The number of slides and their complexity needs to be reduced. From time-to-time formats for reviews will be specified. Attempt to comply, but don't let format drive you to the point that your message is lost. Be brief but CREDIBLE. Keep briefings simple. Pare down the number of slides to the minimum necessary to get the message across and avoid excessively wordy and complicated slides.

Use the Air Force standard briefing chart format. (See the next section) Limit the use of acronyms in briefings. The PEO's first preference is to spell it out. If you must use acronyms include an acronym key at the back of the briefing. When you brief the PEO, allow time for discussion. A one-hour time slot should have a maximum of 45 minutes worth of briefing time and about 15 minutes for discussion.

If a SPO is briefing general officers, SESs, staffers, warfighters or media, the PEO must know about it and have a copy of what is being briefed at least three working days prior to the brief. If time requirements do not let the SPO comply with this timeline, arrangements must be made in advance with the PEO for other review of the presentation. Pre-briefs depend on topic and will be at the PEO's discretion.

3.16 Talking to the Media

Clearly, we have shifted to a wartime footing and we must be extremely careful with any information potential adversaries could exploit. Compliance with AFPEO/C2&CS Memorandum dated 24 September 2001 includes the following:

> All written inquiries to local program offices will be coordinated through the local public affairs (PA) unit. Forward to the PEO Director information on items or topics that merit PEO awareness.

> For phone and personal interview requests made to the program office, the program office with assistance from the local PA unit, should prepare a brief message to the appropriate Director in the PEO; SAF/PA should be included in the coordination cycle. This message should include (1) basic details of the interview request, (2) recommended individual for the interview, and (3) necessary date of

approval. The PEO Director will coordinate the request with the PEO, SAF/AQ, and provide an approval or non-approval response back to the program manager.

The PEO POC is Mr. Daniel Gotwald, DSN 425-6206, commercial (703) 588-6206, e-mail: Daniel.Gotwald@pentagon.af.mil.

3.17 Briefing Templates
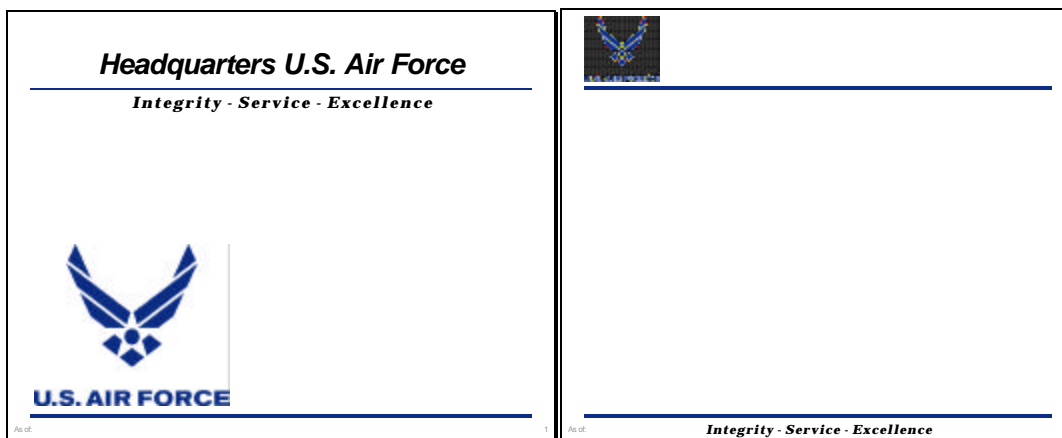
The Air Force briefing template charts are available in the folder O:\peoc2&CS_Admin\Templates.

3.18 In-processing & Out-processing

It is the responsibility of every AFPEO/C2&CS employee to ensure that In- and Out-processing is accomplished. It is a vital step in order to keep all manpower and other records current and ensure that proper security and computer initiatives are opened or closed. See the Administrative NCO for information and a packet on the proper procedures.

3.19 OPR/EPR Guidance

The Officer Performance Report (OPR) and the Enlisted Performance Report (EPR) provide a long term permanent record of performance and performance potential. Today's Air Force is extremely competitive for the officers and enlisted; therefore, it is critical that the absolute best reporting be accomplished for our military members.

For guidance on how to write an effective OPR/EPR, refer to the Administrative NCO who has an information packet on the process. Individuals *shall not* write their own performance reports. Bullet inputs will be provided to the Administrative NCO in the following format:

- What you did
- How you did it
- Benefit to the Air Force

3.20 Awards and Decorations

Individuals *shall not* write their own awards and decorations. Bullet inputs will be provided to the Administrative NCO. See the Administrative NCO for further information.

3.21 VTC Operations

If the PEO is to attend the VTC, set up the unit 10 minutes in advance of the meeting start time. At the start of the meeting, the far end camera view should be set for a close-up of the speaker/chairperson.

The call-in phone number for the PEO/C2&CS VTC is (703) 588-0075. Every Director is issued a VTC instruction manual. If you have further questions, see the Administrative NCO.

3.22 E-Mail Security

All military e-mail is covered by INFOCON designations (reference JCS Memorandum CM-510-99, 10 Mar 99.) Definitions of the INFOCON levels are also available in O:\peoc2&CS_Admin\Emergency Information\Force Protection. All personnel should be familiar with the significance of these levels and act accordingly.

INFOCON (Description)	CRITERIA	RECOMMENDED ACTION
NORMAL **Normal Activity**	No significant activity	❖ Identify mission critical info and info sys (including applications and databases) and operational importance ❖ Identify all points of access and their operational necessity ❖ Continue normal security practices--education and training for users, administrators, and management; effective password management program in place; normal auditing, review, and file back-up procedures; and check for newly identified vulnerabilities and install patches. ❖ Employ normal reporting procedures ❖ Periodically review and test higher level INFOCON actions
ALPHA **Increased Risk of Attack**	❖ Indications & Warning (I & W) indicate general threat ❖ Regional events occurring affecting US interests and involving those with suspected or known computer network attack capability ❖ Military operation, contingency, or exercise planned or ongoing requiring increased info sys security ❖ Probes, scans, or other activities detected indicating pattern of surveillance	❖ Accomplish all actions required at INFOCON NORMAL ❖ Execute appropriate security practices--Increase auditing/internal security review/critical file back-up procedures, heighten awareness, execute appropriate defensive tactics ❖ Employ normal reporting procedures ❖ Review and test higher level INFOCON actions, and consider proactive execution
BRAVO **Specific Risk of Attack**	❖ I & W indicate specific targeting ❖ Major military ops planned or ongoing ❖ Significant probes, scans, or activities detected indicating pattern of concentrated reconnaissance ❖ Network penetration or denial of service attempted with no DoD ops impact	❖ Accomplish all actions required at INFOCON ALPHA ❖ Execute apporpriate security practices--Increase auditing/internal security review/critical file back-up procedures, install patches, disconnect nonessential unclassified dial-up connections, execute appropriate defensive tactics ❖ Ensure increased reporting requirements ❖ Review and test higher level INFOCON actions, and consider proactive execution
CHARLIE **Limited Attack(s)**	❖ Intel attack assessments indicate limited attack ❖ Info sys attacks detected with limited DoD ops impact	❖ Accomplish all actions required at INFOCON BRAVO ❖ Execute appropriate response actions--max auditing/internal security review/critical file back-up procedures, limit traffic to mission essential communication only, reconfigure info sys to minimize access points and increase security, reroute mission-critical comms through unaffected systems, disconnect nonmission-critical networks, employ alternative modes of communication, execute appropriate defensive tactics ❖ Ensure increased reporting requirements ❖ Review and test higher level INFOCON actions, and consider proactive execution
DELTA **General Attack(s)**	❖ Successful info sys attacks detected which impact DoD ops ❖ Widespread incidents undermining ability to function effectively ❖ Significant risk of mission failure	❖ Accomplish all actions required at INFOCON CHARLIE ❖ Ensure increased reporting requirements ❖ Execute applicable portions of continuity of operations plans--designate alternate info sys, execute procedures for ensuring graceful degradation of info sys, conduct ops in "stand-alone" mode or manually, isolate compromised systems from network, execute appropriate defensive tactics

Reference: JCS Memorandum CM-510-99, 10 Mar 99

3.23 E-Mail Etiquette

Air Force personnel follow certain courtesies and conventions when communicating via electronic communications. You should use these conventions to compose and disseminate information via e-mail.

- Follow the chain of command when sending messages. Send courtesy copies as necessary.
- Focus on one subject per message and always include a pertinent subject title to the message. This helps the user to quickly locate the message later on.
- If you have a subject that requires immediate attention, it is more efficient to call directly by telephone or go visit the person. Remember, when using e-mail you are talking to their computer, not the person. Not everyone is at his or her desk waiting for e-mail to show up and people often check their e-mail at different times during the day.
- Be brief in your messages. If the message requires a long dissertation or is open to misinterpretation, then e-mail is not the most effective way to communicate that message.

- Include your signature block at the bottom of e-mail messages when needed to ensure all recipients can identify the originator.
- Be professional and careful whenever you write about others. Understand that e-mail is easy to forward and messages intended to be private or personal may not remain so. Material sent via e-mail is not secure and may be subject to monitoring and re-transmittal.
- When you emphasize words, avoid using all capital letters. It has the appearance that you are shouting. Instead emphasize words using underline or asterisks.

3.24 E-Mail to the PEO

To avoid maxing out the PEO's e-mail inbox, he expects to receive emails only from the warfighter, the SPDs in the portfolio, his staff, his leadership, and contractors at the vice president level (or as requested). If action is required by the PEO in response to an email, put the word ACTION in the subject line.

The PEO uses the email preview mode that displays the first two or three lines. To maximize communication, try to put the essentials of the email up front. Shorter is better. Don't expect an answer to every email; if you require one, so state.

To ensure continuity between the deputies and the PEO, the SPDs should copy the PEO on e-mails sent to the Deputy PEO for action and should copy the Deputy PEO on e-mails sent to the PEO. This will help to ensure the PEO and Deputy remain in the loop and are ready to support the programs and to respond to our leadership as required.

3.25 Telephones

Answer them. For credibility with our customers, you should insure that telephones are answered at all times. If you want to be a player, you have to be "on the net." If you don't answer by the 2nd ring during normal business hours, people will question your effectiveness. Make sure your voicemail message is up to date, and don't use the answering machine to screen calls.

A list of the intercom numbers is in the folder O:\peoc2&CS_Admin\Phone Numbers. A copy of the Bell Atlantic feature instructions is located in the same folder. A few of the most often used features are:

- Call Transfer

- Make sure the call is active and <u>not</u> on Hold.
- Press the Transfer button on the lower left of the set
- Listen for dial tone
- Dial the desired party. (within the office, you only need to dial 588 and the 4 number extension)
- As soon as you hear ringing, press the transfer button again.
- To review Voice Mail messages
  - Dial 696-8383
  - Enter your password
  - Press 1 to hear new messages
  - Press 4 to replay the message
  - Press 7 to delete the message

3.26 Secure Phone Lines

AFPEO/C2&CS has two secure lines into the office, one for the PEO and one for the Deputy. The numbers are (703) 588-6362 and (703) 588-6201 respectively.

3.27 Multipoint Conference Calls

Multipoint conference calls can be set up through a "meet me number" through the Pentagon Operator at 703-545-6700. Multiple parties can participate simultaneously.

3.28 Web Page

The AFPEO/C2&CS web page can be accessed from the AQ Intranet home page which is the startup page for most office computers. From that site, place the cursor on the AQ homepage button on the bar at the top of the page. You will see a drop down menu. Pressing the PEO/C2&CS name from the drop down menu, takes you to the office web page.
(https://extranet.hq.af.mil/webfiles/saf_aq/saf_aq_intranet_support/afpeo_c2/index.html) Note that by pressing the Program button at the top of the page to link to the program web pages at the SPOs. Some of these sites are still password protected. Our web masters are working to get us access without having to have individual passwords.

PEO office contacts with the web page creators are Steve Orton and Jason Farrar.

3.29 PEO Calendar

Monday and Tuesday of each week are "No TDY" days for the PEO. If you are planning a meeting that you want the PEO to attend, plan it for Wednesday, Thursday, or Friday. (The PEO will travel late in the day on Tuesday for a Wednesday morning meeting.)

The PEO's workday usually starts at 0630 and ends about 1800. However, the first and last parts of the day are reserved for deskwork. He will be available for meetings, briefings, phone calls, etc, from 0800 to 1600, but 1130 to 1300. is reserved for lunch and errands so special approval by him is required to use this time. To maximize his time, schedule it in 15-minute blocks. Don't just ask the calendar scheduler for an hour for a briefing and discussion if it will only take 45 minutes; just schedule for 45 minutes.

To schedule on the PEO's calendar, send the following information to the FOG:
- Purpose
- PEO Role
- Attendees (G.O./SES Involvement)
- Firm Commitment (Y or N)
- Can it be Changed (Y or N)
- What is the timeframe by which the event must be completed (Drop Dead Date)
- Is Pre-brief Needed (Must be at Least Three Days Prior to Event)
- Pre-brief preferred Date/Time/Place
- POC
- Location
- VTC (Y or N)

3.30 Training

Numerous training opportunities can be found through the AQ Intranet site. Click on the word "Training" on the home page (not on the topics listed under the word) which takes you to a training web page. This page links to information on training in:

- Acquisition Management
- Budget
- Congress
- Intranet/Extranet - which tells you how to access your e-mail and work from home
- PEM/AO Support

The site also gives information on Acquisition Career Development. It is a link to HAF Courses, Computer Based Training and Commercial Training sites.

3.31 Emergency Procedures

There is a folder in O:\peoc2&CS_Admin\Emergency Procedures which defines the Force Protection Conditions (FPCON) and Information Operations Conditions (INFOCON) levels and includes a recall roster. As more procedures are developed, they will be housed in this area.

3.32 Leave Requests

Leave must be approved in advance and is processed through the FOG. Inputs for extended leave should be forecast as far in advance as possible. Military personnel fill out electronic leave slips that are forwarded to the PEO for approval. Civilian personnel fill out OPM Form 71 for approval by their supervisor.

In addition to filling out these forms, approved leave is added to the O:\peoc2&CS_Admin\Personnel\Leave schedule.xls file on the first working day of the week by the Leave Roll-UP Monitor in the FOG. This file is read only and is maintained by the FOG staff. Each PEO office member must e-mail information which includes leave dates, destination and contact phone numbers to the FOG staff member who is maintaining the schedule. An update of the Leave 3-months forecast is given to the PEO weekly and information is added to his calendar.

4. Business Processes and Templates

"Nothing chastens a planner more than the knowledge that he will have to carry out the plan."

– General James Gavin

4.1 Weekly Activity Reports (WARs)

Purpose:
The WAR is the vehicle to keep AFPEO/C2&CS appraised of weekly portfolio activities.

Tasking & Frequency:
Directors provide weekly activity information in bullet format.
Inputs required for every program.
This Week/Next Week periods from 1200 hrs, Friday to Friday.

Due Date:
Inputs from the Directors are due COB every Friday.

Instructions:
Directors will provide inputs/updates in O Drive folder peoc2&CS Sub-Folder titled: _Integration. Then open Reports and find the subfolder for the WAR of the current date.

Program Integrator will forward draft WAR to AFPEO/C2&CS by 1200 Monday for review.
Program Integrator will forward approved WAR to Directors by 1200 Tuesday.
Directors will forward approved WAR to their respective SPDs.

Expected SPO involvement:

There is to be coordination between Director and the SPO. SPOs are not expected to write the weekly WAR, but to provide inputs and coordinate with the Director.

4.2   Program Management Direction (PMD) Assessments

Purpose:
PMDs should be assessed using a compliance matrix to document our ability to execute the program. The matrix should be completed by the SPO in conjunction with the coordination review of the PMD and forwarded to the PEO. The PEO will forward the assessment to AQI stating either the PMD is executable or , if not executable, what needs to be done to make it executable. This assessment will be done at least annually in time to affect budget submissions.

Background:
 A PMD documents the approach the Air Force will take in acquiring the capability to fulfill an operational need. It is the official Air Force document used to direct acquisition responsibilities to the appropriate Air Force major command, agency, PEO, or DAC. A PMD provides a framework to identify the major activities included in the life cycle of a Weapon System or other program. A PMD conveys the guidance and direction of the decision authority and identifies the various organizations essential to the success of the effort.

Guidance:
General instruction on PMDs is provided in HEADQUARTERS OPERATING INSTRUCTION 63-1 dtd. 21 July 2000 and titled HQ USAF GUIDANCE FOR PREPARING PROGRAM MANAGEMENT DIRECTIVES.

Matrix Instructions:
The PMD instruction requires the reporting of any inability to execute a program. The PEO wants to take the further step of reporting the <u>ability</u> to execute the program. This section deals primarily with the creation of the Executability Assessment Matrix and letter, showing how it fits into the PMD cycle.

Tasking & Frequency:
- AQI staff writes the PMD. The SPO and all the players, including the PEO, co-ordinate on the document. The document is signed by AQI.

- All SPOs will build a PMD Executability Assessment Matrix as part of their PMD co-ordination. That matrix will be used to assess program executability.
  - SPO will consider execution assessment and end of year accomplishments when drafting and coordinating updates to the PMD
  - Include completed Executability Assessment Matrix in PEO coordination package
- Directors will review the PMD Executability Assessment Matrix as part of their co-ordination and will include it as part of the co-ordination package forwarded to the PEO.
- When the PMD is signed by AQI and sent to the SPO, the SPO will post the PMD and the matrix on a web page and alert the Director that the PMD has been signed and posted.
- The Director will take a copy of the signed PMD and matrix for review for any changes since the PEO co-ordination. The Director will draft an Executability Assessment letter from PEO to AQI.
- The PEO will sign a Letter of Executability and send it to AQI no more than 45 days after PMD is signed

Instructions:
- Directors will work with Program Offices in assessing the executability of the PMD
- Each paragraph of the PMD must be assessed for executability even if the paragraph deals with responsibilities of other agencies
- G/Y/R assessments will be used with respect to funding and schedule
  - Green (On-Track) task is fully funded and there is evidence that the task is progressing/will progress satisfactorily
  - Yellow (Potential or Actual Problem) funding shortfalls preclude the actual completion of this requirement and impact one or more segments of the program. Workarounds exist at an increased risk level. Does not immediately lead to a program breach.
  - Red (Major Weakness) task is unfunded in current execution years and will have impact on meeting approved program baseline.
- A critical factor to consider is whether there is funding for each activity in the PMD
- Assessments will include what has to be done to make a yellow turn green, and a red turn yellow to green

Example:

Matrix format example is found in O:\peoc2&CS_Integration\Compliance Matrix).

Additional Guidance:
The PMD will be placed on the SPO's portal. The Executability Matrix and letter will be filed under each individual program folder in the O Drive\Programs\(program name).

4.3   PEO Portfolio Reviews

Purpose:
SAF/AQ reviews all the programs in the AFPEO/C2&CS portfolio on a periodic basis, usually semiannually. One of the reviews is just between the PEO (along with all the SPDs in the portfolio) and SAF/AQ, and the other is usually held in conjunction with AFMC/CC, AF/IL, and others, and is referred to as the "combined portfolio review."

In the PEO portfolio review, the PEO makes an overview presentation that is a "rollup" of all the programs in the portfolio. Its focus is on the "health" of the portfolio and usually consists of an accumulation of metrics used to measure the status of the programs throughout the year. The PEO also highlights special subjects, such as cross cutting issues, etc.

Content:
Each SPD gives a (less than) 30 minute summary of his/her program. Typical portfolio review slides consist of the following:
  - Basic program description
  - Accomplishments and milestones last 6 months
  - Events for the next 12 months
  - Program funding
  - Obligations and expenditures
  - Snake charts
  - Program managers assessment
    - Stop light chart
    - Schedule, cost, funding, performance
    - Summary of 6 months of MARS
  - Quad charts
  - Health of sustainment program
  - Issues

- Special topics (as requested by SAF/AQ), such as acquisition reform, cost of ownership, manpower reductions, interoperability, etc.

Responsibilities:
The general format of the briefing will be determined in advance by SAF/AQX and be posted on the AQ Intranet website.
http://www.safaq.hq.af.mil/safaq_info/portfolio/locked/review_schedule.html. Within those guidelines, the PEO determines the exact format and content.

The format and content of the "combined review" is determined by AFMC, and is posted on the Web: https://www.afmc-dr.wpafb.af.mil/Events/EventMain.asp?type=cr.

PEO briefs the Portfolio. SPDs brief their programs. Read-aheads are posted on the web 72 hours in advance of the review.

Additional Guidance:
A copy of the brief should be filed on the O Drive\peoc2&CS\PEO Events\PortfolioReview.

Some traditional "rules of engagement" are:
- Review will not exceed 3 hours
- The PEO Portfolio review with SAF/AQ is held in Pentagon room 4E987
- The combined review is a virtual meeting conducted via VTC
- Attendees at the Combined review are SAF/AQX/AQC/AQI/FM, HQ AFMC/CC, HQ USAF/IL/SC/TE/XO/XOR/XP, and other DACs, PEOs, and OIPT leads as required.

The SAF/AQX POC is:

Acquisition Management Policy Division
SAF/AQXA
DSN 425-7129 Fax: 703-588-1068

4.4   PEO Interchange Meetings

Purpose:

The Joint Program Executive Officer (PEO) Interchange was formed by the Multi-Service PEOs responsible for Command and Control. They have signed an understanding to collaborate on program plans and activities that will drive interoperability. A signed Memorandum of Understanding is available (O Drive\peoc2&CS\PEO Events\Interchange.

Players:
- The participants include:
- Air Force PEO for C2&CS Systems
- Army PEO for C3 Systems
- Vice Commander, Space and Naval Warfare Systems Command (SPAWAR)
- Commander for Marine Corps Systems Command
- Defense Information Systems Agency (DISA) Information Engineering, D6

PEO Responsibilities:
- The Action Officer assigned to this effort acts as the PEO representative on the working group level meetings. The working group level meetings will be held quarterly, in preparation for the meeting of the principals, to be held semi-annually. The working groups will identify and propose the collaborative efforts.
- Briefings and interchange meeting information will be filed in O:\peoc2&CS_PEO Events\Interchange

4.5   Acquisition Program Baseline (APB) Assessments

Purpose:
An APB is required for each acquisition program, regardless of acquisition category. It is a management document that records an agreement between the acquisition management chain (i.e., Program Manager (PM), Program Executive Officer (PEO), Service Acquisition Executive (SAE), and Milestone Decision Authority (MDA)), and endorsed by appropriate representatives from the user and financial communities. The APB is established to enhance program stability and provide a critical reference point for measuring and reporting the status of program implementation.

SPO Responsibilities:
The APB can be thought of as a formal contract made by the SPD, to those in the acquisition chain and to the Warfighter, promising to develop certain key capabilities at a specified cost in a specified time. The SPD is under obligation to alert the PEO Director any time a program goes into breach or whenever

there is a potential for a breach. A breach occurs when a program falls below or has the potential to fall below more than 10 percent of the aggregate number of cost, schedule, and performance parameters for that program as measured by the threshold values. Within 30 days of the occurrence of a program deviation, the SPD shall notify the MDA, citing the reason(s) for the program deviation and the actions that need to be taken to bring the program back within the baseline parameters.

The SPD shall prepare a program deviation report (PDR), in memorandum form, that addresses each APB parameter that can no longer be achieved, the reason why it cannot be achieved, and the proposed steps being taken to address each problem identified. The PDR shall also include the results of a cause-and-effect analysis that explains how the program evolved from the last approved objective value to the latest proposed value.

To facilitate monitoring APB parameters, the PEO Office has developed an APB Matrix that the SPD must fill out and must update and keep current. Any changes to the Matrix must be shared immediately with the Director. The SPD will work with the Director and the PEO to obtain the resources necessary to bring the program back into compliance with the APB. The APB must be revised in response to an unrecoverable APB deviation resulting from one or more threshold breach(es).

Director Responsibilities:
It is incumbent upon the Director to be involved when the APB is developed, to be familiar with the variances allowed, and to access, along with the SPD, any changes in the program. The Director must insure that the Matrix is complete and current. The Director is responsible for identifying to the PEO any changes in a program that have a potential for a breech of the APB. The Director is responsible for working with the SPD to find remedies to APB variances and to raise issues to the PEO level when his leverage is necessary to obtain solutions.

PEO Responsibilities:
The PEO is ultimately responsible for the executability of the programs in his Portfolio. He is responsible for monitoring the progress of each program through updates by his Directors and by reviewing the APB matrix. When a problem arises with a breach or near breach situation, the PEO can bring his influence to bare to move toward solutions/resolutions to programmatic problems.

Policy:
Reporting of Acquisition Program Baselines (APB) for defense acquisition programs is per the policies and procedures of DoD 5000.2-R. The APB also implements the statutory requirements of Title X, United States Code, Section 2435, "Enhanced program stability," and Section 2220, "Performance Based Management: Acquisition Programs."

The SPD must inform the MDA when the current estimate of the program falls outside one or more APB thresholds. The MDA must be advised of the program breach via a Program Deviation Report (PDR). Following MDA signature approval of an APB, the new/revised APB values will be recorded in the Defense Acquisition Executive Summary (DAES) and in the Selected Acquisition Report (SAR).

4.6   Defense Acquisition Executive Summary (DAES)

Purpose:
The DAES is a multi-part document, reporting program information and assessments; SPD, PEO, SAE comments; and cost and funding data. The DAES report provides standard, comprehensive summary reporting of Acquisition Category I programs between milestone decision points. The DAES shall be an early-warning report to USD(AT&L) and ASD(C3I). It is designed to provide, on a regular and systematic basis, indications of both potential and actual program problems before they become significant. Recognizing that problems are expected to surface in these programs, the DAES aids in communication and early resolution.

Policy:
SPDs submit the DAES report to the USD(A&T) through the PEO and SAF/AQX the last working day of each designated quarterly reporting month. The DAES report is not to be delayed for any reason. SPDs submit one hard copy and one soft copy of their DAES report. The soft version is prepared using the mandatory instructions and format contained in the DAES module of the Consolidated Acquisition Reporting System (CARS) software. (See DoD 5000.2R, Appendix I)

Process/Focus/Approach:

The DAES is an internal report for the DoD. Instructions for preparing DAES reports are identified in DoD 5000.2-R, Appendix I, Part 6 paragraph 6.1 of that document.

Criteria:

Information shown in the DAES report is consistent with that in the latest Acquisition Decision Memorandum (ADM) and APB, the Selected Acquisition Report (SAR) (see DoD 5000.2-R part 6.2.4), and other approved program documentation.

Programs Included:

AWACS, JSTARS Global Hawk and MP-RTIP are the only Major Defense Acquisition Programs (MDAP) in the C2&CS portfolio. They are all in Group B, reporting in February, May, August, and November. Due dates are set by SAF/AQXR and OSD/AT&L.

SWPS, GTN, ILS-S, SCS, IMDS, and GCSS-AF are Major Automated Information Systems (MAIS) programs, reporting in January, April, July, and October. Due dates are set by SAF/AQXR and OSD/C3I.

SPO Responsibilities:

The SPOs develop the DAES report and send it to the PEO Office for review by the Directors and the PEO. **PEO due dates are 5 working days prior to AQXR's due dates.**

Director and PEO Responsibilities:

The Directors and the PEO review the DAES reports, make corrections if necessary and forward the DAES reports to AQX who in turn forwards them to OSD.

Copies of the DAES reports will be filed on the O Drive\peoc2&CS\Integration\Reporting under the current date.

4.7   Contractor Performance Assessment Report (CPAR)

Policy:

CPARs are rapidly being moved to an automated database. Copies for signature will not be sent to the PEO for signature unless there is a dispute between the SPD and the contractor. Therefore, it is important for the following to occur:

- The SPD must contact the Director when a CPAR action is complete.
- The SPD must track and apprise the Director of all CPAR activity.
- The Director must acquire a copy of the CPAR (through the database or through the SPO).

4.8   Selected Acquisition Report (SAR)

Purpose:
The Secretary of Defense is required to submit to Congress a SAR on each Major Defense Acquisition Program (MDAP) as defined in 10 USC 2432; this includes all ACAT I programs

Policy:
The annual SAR, generated for the period ending December 31, is mandatory for all reporting programs in accordance with 10 USC 2432 and as reflected in DoD 5000.2-R which can be accessed through the Desk Book web site (http://web1.deskbook.osd.mil/) The "as of" date of December 31 is a nominal date for cost, schedule, and performance data.

The annual SAR reflects the President's budget and supporting documentation, and the remainder of the program if the total program is not reported in the President's budget and supporting documentation. For example, the annual SAR should reflect the R-1/P-1 Exhibits (see DoD 7000.14-R, "Financial Management Regulation which can be accessed through the Desk Book web site (http://web1.deskbook.osd.mil/)) plus initial spares, unless the R-1/P-1 and the SAR reflect different aggregations of cost, in which case, the common portions should agree. For those years not covered by the R-1/P-1, the SAR would reflect other budget supporting documentation such as the Future Years Defense Program (FYDP), the R&D Descriptive Summaries, or other documentation of appropriate decision authority (e.g., the Secretary of Defense or the Congress).

Process/Focus/Approach:
The formal submission of 15 collated sets of each DoD Component's annual SARs (hardcopy and disk) with proper security markings is due to the USD(A&T) five (5) working days immediately preceding the 30th calendar day after the President sends the budget to Congress for the following fiscal year. These SARs are referred to as the "Preliminary SARs." Following review and processing by the Office of the Secretary of Defense, the final annual SARs will

be sent to the appropriate congressional committees 60 days after the President sends the budget to Congress in accordance with 10 USC 2432 and DoD 5000.2-R.

Reports:
AWACS, JSTARS, MP-RTIP and Global Hawk are the SAR reporting programs in the portfolio.

4.9   New Starts

Policy:
Congressional notice is required for any New Start. Each Director and SPD should check with AQX to make sure that any new contracts or reprogramming does not constitute a new start. The New Start web site at http://www.saffm.hq.af.mil/FMB/FMBI/newstarts/newstarts.shtml is available for further information.

4.10 Award Fees

To assist future Award Fee Review Boards (AFRBs), the following evaluation guidelines will ensure our government teams maximize their ability to motivate positive performance with consistent evaluation methodology.

a) All AFRB Members are required to attend AFRB and Fee Determining Official (FDO) decision meetings. If an unresolvable conflict exists and you must delegate this responsibility, ensure the individual representing your organization is fully briefed on your position and has been trained to serve in this role. We encourage designated alternates be assigned to ensure continuity and training are satisfied. The AFRB Chairman has the authority to prevent alternates from scoring unless he/she is confident your designated alternate is fully knowledgeable of the contractor's performance during the period and has received the necessary training as well as reviewed the applicable documentation to serve as your representative. All organizations with membership on the AFRB will be represented at the AFRB and FDO decision briefings.

b) Read and know the criteria of the Award Fee Plan. All evaluations noting both strengths and weakness should directly relate to the criteria in the award fee plan on contract. Observations either positive or negative outside the criteria in the award fee plan may be noted, but should not be justification for raising or lowering the score.

c) The Integrated Product Team will conduct periodic training to ensure each member and designated alternates understand the issues of the period under evaluation. You are also responsible for recommending changes to the criteria for future evaluation periods.

d) Ensure the award fee briefing is complete with documented strengths/weaknesses and clearly supports the recommended award. Avoid using inflated phrases and make sure the appropriate weight is applied to evaluation comments. Outstanding strengths coupled with only minor weaknesses should lead to an outstanding score.

e) Each period should be scored as an independent event. There is no requirement for the contractor to show improvement from period to period, and no restrictions from rewarding a score of 100 percent. However, if the contractor receives a score of 100 percent in an area that will be evaluated in follow-on periods, the AFRB should consider amending the criteria for future periods to ensure the intent for this fee to be an incentive is maintained. The key point is the score should represent performance relative to the plan for the period being evaluated. Your written and verbal evaluation must always reflect what the contractor did or didn't do to warrant the score received

f) Do not be unduly persuaded by the contractor's self-assessment and recommended ratings. The contractor's data should be used as a reference to ensure the key progress events or noteworthy performances are considered fairly in your final rating recommendations. If performance and benefits to the government are justified, you have the latitude to recommend a higher or lower rating than offered in the self-assessment. However, if the ratings between the government and the contractor vary significantly (more than 3 percentage points) you should make sure the reason for that difference is explained in the FDO briefing.

g) Finally, remember we are implementing a robust teaming concept within our programs. The contractor and government organization should have an open team based relationship. Therefore, the contractor should be invited to the FDO meetings. The contractor's participation in meetings leading up to the final briefing to the FDO will be at the discretion of the AFRB Chairman.

In most of our programs, award fee is the only form of profit the contractor receives. Each percentage point of award fee is a considerable amount of money and you should take this responsibility very seriously. Purity of process is essential for this to be a fair and effective incentive tool.

4.11 Funding Cut Drills

Every funding cut drill has established Rules of Engagement (ROEs). You must fully understand the ROEs to know if your program should participate in the drill. Funding cut drills for execution year dollars will be led by the PEO office with Directors coordinating with PEMs. Funding cut drills for out year dollars will be led by AQI with the PEMs coordinating with the PEO Directors. Impact statements should focus on warfighter capability.

4.12 Spring Execution Reviews

Purpose:
The Spring Execution Review (SER) is a method of redistribution of current year budgets by moving funding between programs based on obligation and expenditure histories and forecasts. Its purpose is to protect Air Force Modernization Total Obligation Authority (TOA) by realigning programs not executing funds at prescribed Office of the Secretary of Defense (OSD) goals, and to identify sources for Mission Area Director's (MADs) Omnibus Reprogramming and other AF corporate bills. The list of programs to be reviewed is compiled based on several key factors (see below).

Participating Organizations
The SER process is owned and chaired by the office of the SAF/AQ. AQX is the lead for AQ. Acquisition Management Policy and Program Integration Requirements (AQXR) organizes and conducts the SER on behalf of AQ. Attendees include the Management Service Office (MSO), and SAF/FM, AF/XP, AF/IL, AF/XO, PEMs and PEO Directors.

Scheduled Process/Event :
The SER is held annually, in March, at selected Product and Logistic Centers.

AQXR ROLE and DECISION CRITERIA:
AQXR, in concert with the MAD, prepares a list of programs for review using multiple sources:
- Current year OSD obligation and expenditure goals
- Execution-related funds reduction during the prior year Spring Execution Review (SER), Investment Budget Review (IBR), or Program Budget Decision (PBD) cycle
- Program rephase during budget year
- Monthly Acquisition Reports (MAR)

- Quarterly Acquisition Program Review (QAPR)
- Prior year execution below the Office of the Secretary of Defense (OSD) goals
- Earned Value (EV) data
- Other programmatic issues (special interest, known problems, size of program, etc.)

Program Executive Officer (PEO) role in the SER:
- Identify programs, which might not be able to execute their commitments
- Delegate to his PEO Directors the gathering of information for designated programs determined by AQX for review

PEO Director role in the SER:
Provide System Program Directors (SPDs) with direction and tools (briefing templates) for more efficient and reliable reporting at the SER
- Is actively engaged in the process, making sure that funding, execution, testing, and projection issues are updated and reported accurately
- Collect all SPD briefings for his designated programs; reviews, edits, and briefs the PEO in preparation for the SER
- Work with the MAD for any redistribution as a result of SER

Template
A briefing template and guidelines are provided via a web site each year. The web site address is provided at the time of the SER announcement by SAF/AQ in February. It is set up and made available only through the SER process, on a temporary basis beginning late February through approximately early May.

SER Action Officer and Point of Contact (POC) is:

Michelle H. Grace, SAF/AQXR
Phone: (703) 588-7252
DSN: 425-7252

4.13 Best Practices

Purpose:
The AFPEO/C2&CS Best Practices Program, is a way directors, program mangers, and support contractor personnel can highlight acquisition strategies that have led to significant improvements in cost, schedule, and/or

performance of C2&CS programs. The strategies can be shared with other C2&CS personnel for use within their programs. The goal of the program is to improve the acquisition management of portfolio programs.

Responsibilities:
All AFPEO/C2&CS personnel are encouraged to submit a best practice to the program monitor. Each submittal will outline what the practice is, how it was used, what problem it solved, how it can be applied to other programs, pros/cons of using the practice, and any cost impacts (cost to implement, savings, etc) due to the practice. Best practices will be briefed by the submitter at subsequent AFPEO/C2&CS off-sites and published on the web for future reference. Look in the folders in O:\peoc2&CS_Focus Areas for more information.

4.14 Evolutionary Acquisition

Policy/Guidance:
All C2&CS personnel should first refer to AFI 63-123, "Evolutionary Acquisition for C2 Systems," to obtain official guidance and information on the use of evolutionary acquisition (EA) strategies for all C2&CS programs. (See http://afpubs.hq.af.mil/pubs/publist.asp?puborg=AF&series=63) Once basic guidance and policy is understood, personnel can refer to the "Defense Acquisition Deskbook" for more information regarding evolutionary acquisition use DoD-wide. Per 61-123, all AFPEO/C2&CS programs are required to use evolutionary acquisition unless the MDA relieves this requirement on an as needed basis. AFPEOC2&CS developed point papers and briefs on this topic are stored in O:\peoc2&CS_Focus Areas\Spiral Development

SPO Responsibilities:
The Program Manager will develop an EA strategy. EA will be documented in program SAMPs and other pertinent documents.

Director Responsibilities:
The Directors are to be a resource for the SPOs in developing the EA. They will draw on Portfolio knowledge in development and coordination.

PEO Responsibilities:
The PEO will champion the use of spiral development as a strategy wherever possible to speed up acquisition to the warfighter. PEO approval of an EA strategy is required prior to the MS B decision.

4.15 Metrics & Reports

AFPEOC2&CS has championed the application of business best practices to the Air Force acquisition process. To that end, there has been an emphasis on identifying metrics that measure portfolio management success. (See Section 1.4 above.) An annual report has been developed which presents the portfolio as a business, highlighting success by quarter, financial roll ups, geographical importance of programs, execution statistics and projections of achievements in the next year. See files in O:\peoc2&CS_Focus Areas\Metrics_Annual Report for examples.

4.16 PEO Program Reviews

Policy:
There will be an annual program review for AFPEO/C2&CS summarizing all C2&CS programs. All program reviews will cover previous, current, and future program activities. A standard format will be used for all briefings. Standard cost, schedule, and performance information will be briefed. A risk management briefing will be a major section of all program review briefings. There will be quarterly funding/contracting reviews PEO wide. This review will be a condensed version of the yearly program review. Topics to be reviewed are program execution rates, POM issues, OSD/AQ funding actions, contracting actions (UCAs, RFPs, etc.) and other pertinent financial information deemed important by the PEO.

Responsibilities:
- SPOs will develop their briefs
- Directors will provide direction and coordination on the briefs
- All SPDs shall brief their respective programs.
- Each SPD and PEM shall attend to discuss issues within their programs.

4.17 Monthly Acquisition Report (MAR) & Quad Charts

Purpose:
Achieving acquisition excellence is a team effort, which relies on timely and appropriate communications throughout the acquisition community. Formal reporting from the SPD is one way to keep that flow of information on track. The foundation of formal reporting is the MAR. The objective of the MAR is to ensure the SAE receives adequate programmatic information to meet oversight responsibilities while minimizing the overall effort required to collect, prepare, and process information. The threefold purpose of the MAR is to:

a) Provide the PEO, DAC and SAE a brief, timely, ready reference and a quick-look assessment of program health. As such, it is used to determine which programs require additional in-depth reviews and/or assistance.
b) Provide the basic data input to allow cross-program analysis. Data is analyzed to identify trends across acquisition management, portfolios, and the industrial base. It also supports evaluation of AF investments against our strategic plan. It is a key input for policy changes and improvements.
c) Provide the basis for other mandatory reporting such as quarterly DAES for OSD, the annual SAR for Congress, the Air Force Performance Measurement Reporting System (AFPMRS), and the monthly SECAF review.

Responsibilities:
- SPD Responsibility - The MAR will be prepared and submitted by the SPD through the PEO to the SAE for all ACAT I, II, and III programs. All programs will report monthly. The SPD is to ensure the MAR represents their personal assessment of program status and is accurate, brief, and understandable to those outside the SPO. MARs will be submitted electronically to the appropriate PEO Director with a courtesy copy to the appropriate PEM.
- PEO Responsibility - PEOs will review each MAR in their portfolio and edit the MARs with their overall program executability assessment. The Overall Assessment rating in the MAR shall form the basis for SAF/AQ reporting in the AFPMRS. The PEO must electronically submit the MARs for the programs in their portfolios to SAF/AQXR by the 10th working day of each month.

MAR POC:
Questions concerning the MAR should be directed to SAF/AQXR. The POC is Mr. Alan Lachel at (703) 588-2682 (DSN 425-2683 and at e-mail address alan.lachel@pentagon.af.mil

4.18 Master Program & Event Schedule

Purpose:
The purpose of the master schedule is to provide an easily updateable, roll up of important portfolio events and milestones that the PEO would want to be aware of or to attend. It is a 6-month look ahead, organized by program.

Responsibilities:

The PEO office maintains the master schedule, but providing data for the content and continual update is the responsibility of each of the Directors. The application will migrate to Project 2000 that will make it available to all workstations within the PEO office. At this time the master schedule is in Project 98 software and is maintained by contractor(s) in the PEO Office.

Updates:

Anytime anyone puts an entry onto the PEO calendar, or hears of a program milestone or event, they should consider whether the information should also appear on the master schedule. If so, the information needs to be forwarded the Director. Every Director should review the schedule for his programs at least once a month.

What Preparation Is Required:

We are looking for significant program milestones, contractual activities (particularly those requiring PEO or SECAF signature or involvement,) major software releases, platform releases, meetings, roundtables, conferences etc. The following information is necessary for making an entry in the master schedule.

- Program Name
- Event or Milestone Name
- Event or Milestone Start Date (be specific)
- Duration OR Finish Date
- Accepted acronym, if any
- Will the PEO attend or be involved?

The following conventions are used in choosing symbols and colors.

- Green signifies that the PEO will attend the event.
- Red signifies that although the PEO will not attend, he may need some involvement - a prebrief or review of slides
- Blue signifies that the event is for information only or situational awareness
- Most events are represented as milestones in the Project software to give them more visibility than they would have as a 1 or 2 day event
- The solid arrow enclosed in a circle signifies a review, particularly one the PEO has to travel to
- The solid arrow pointing to the right is used for major program releases/deliveries
- The solid arrow pointing down is used for award fee events.
- Other events are represented by a solid diamond

- Captions are found in the Text 1 field; occasionally Test 2 is used if additional spacing is necessary

4.19 Small Business Innovative Research Projects

Background:
SBIR is a federal, competitive, research and development program designed to stimulate technology innovation by small business. The Goal of the program is to develop and prepare technology for insertion into weapon systems and subsystems.   SBIR is to be a catalyst in the promotion of research and development, the commercialization of innovative technology, the development of new products and services and the continued excellence of this Nation's high-technology industries. The program receives its mandate from Congress; Public Law 106-554 extends the program through 2008.
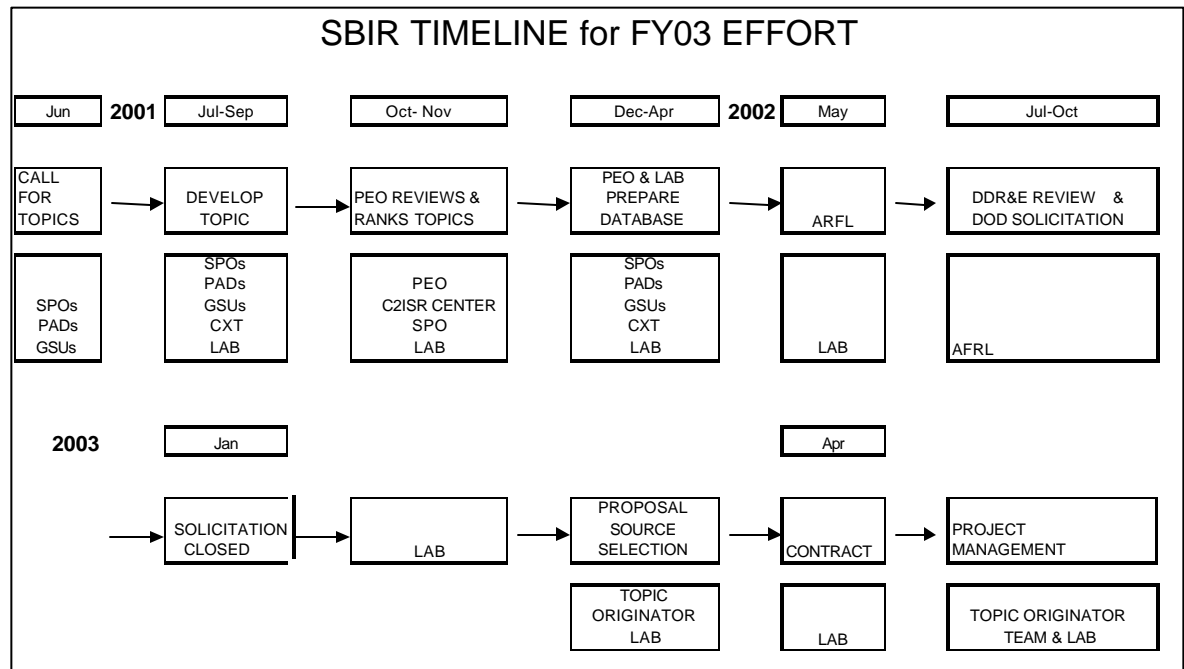
SBIR is funded by a withhold tax from 3600 Dollars. Participating in the process is the only way to get a return on your SBIR Contribution. It is your opportunity to identify technology issues that can be resolved or explored to reduce risk. The SBIR monies fund R&D projects in a phased process:

- Phase I Show feasibility -up to $100K SBIR Funded   -time frame 6-9 mo.
- Phase II Prototype   -$750K SBIR Funded   -time frame 24 mo.
- 2nd Phase II   -up to $250K to match SPO dollars
- Phase III Complete   Program Office Funded

Participants:
Participation and the timeline for Phase I steps are summarized in the chart below.   Participation comes from the SPOs, Labs, AFRL, AC2ISRC and the PEO. The PEO is responsible for coordinating and ranking topics. The SBIR POC at Hanscom and the PEO SBIR POC work to create the package which is input to the SBIR database for final consideration.

Development, produce, sole source justification not required
Deliver

SBIR TIMELINE for FY03 EFFORT

| Jun | **2001** | Jul-Sep | | Oct- Nov | | Dec-Apr | **2002** | May | | Jul-Oct |

| CALL FOR TOPICS | | DEVELOP TOPIC | | PEO REVIEWS & RANKS TOPICS | | PEO & LAB PREPARE DATABASE | | ARFL | | DDR&E REVIEW & DOD SOLICITATION |

| SPOs PADs GSUs | | SPOs PADs GSUs CXT LAB | | PEO C2ISR CENTER SPO LAB | | SPOs PADs GSUs CXT LAB | | LAB | | AFRL |

| **2003** | | Jan | | | | | | Apr | | |

| | | SOLICITATION CLOSED | | LAB | | PROPOSAL SOURCE SELECTION | | CONTRACT | | PROJECT MANAGEMENT |

| | | | | | | TOPIC ORIGINATOR LAB | | LAB | | TOPIC ORIGINATOR TEAM & LAB |

Timing:
The SBIR process is accomplished annually. PEO involvement is highest in the months of October and November. A call for Topics is sent to the SPOs along with detailed submission instructions in June. The SPOs develop their submission topics submitting them to the PEO by the end of September. The PEO analyzes the topics using input from the warfighter community. By the end of November, the topics are ranked by the PEO and submitted to AFRL at Hanscom. The number of topics the PEO is allowed to submit for the portfolio varies with overall funding. Typically the number will be 10 with about 5 alternates.

Preparation:
Submission rules and formats are contained in the SBIR package. One of the risks associated with not maintaining the schedule is that funding may be taken from the portfolio and given away to other portfolios. Seeking the input from the AC2ISRC was a new idea last year. It is strongly suggested that this practice continue. The topics have a better chance of progressing to final selection for competition with a warfighter impact statement attached.

Template and Other Sources of Information:

Samples of former submissions are on the O drive under Special Projects in a SBIR folder. Points of contact are as follows:

> PEO SBIR POC
> DSN: 425-6463
>
> ESC/C2
> 45 Arnold Street
> Hanscom AFB MA 01731-2142
> DSN: 478-5765
> FAX: DSN: 478-7018   Comm: (781)337-7018
>
> AFRL/XPTT

Paul Richter put together a brief which describes the SIBR process, and the brief is located in O:\peoc2&CS_Integration\SBIR\Overview. Note that because of the warfighter involvement, our dates are a little different from those in the brief. The PEO office has a 3-ring binder dedicated to the SBIR process that is located with the PEO POC.

4.20 Acquisition Strategy Panel (ASP)

Purpose:
Early involvement of the appropriate Air Force leadership in strategy development is critical to the success of Air Force acquisition programs. Once the Air Force is committed to an acquisition, the SPD should begin planning the acquisition strategy and preparing the SAMP or Acquisition Plan. A review of the acquisition strategy to be sited in the SAMP/AP includes an ASP meeting in which the SPD should brief, as a minimum, program cost, schedule and performance objectives. ASPs will assist SPDs in formulating efficient and effective acquisition strategies.

Policy:
The memo covering ASP purpose and membership is SAF/AQ ACQUISITION POLICY MEMORANDUM 95A-009. A copy of this memo as well as a checklist and briefing template are available in O:\peoc2&CS\Policy\AQ Policy\ASPs

Chair/Membership:
The matrix below designates the appropriate chairperson, standing Panel and supporting ASP Secretariat by ACAT level and individual acquisition

circumstance. Delegation and tailoring of information in the matrix may occur with the approval of the designated ASP chairperson.

Acquisition Strategy Panel Matrix

ACAT Level	Prior to Acquisitions Leading to Major Milestone Decision	Significant Program Changes, and High-Interest Actions	Other & Follow-On Acquisitions
ID	AQ Chairs SAE Panel ASP Secretariat	AQ Chairs SAE Panel ASP Secretariat	PEO/DAC Chairs Senior Panel ASP Secretariat
IC	AQ Chairs SAE Panel ASP Secretariat	AQ Chairs SAE Panel ASP Secretariat	PEO/DAC Chairs Senior Panel ASP Secretariat
II	PEO/DAC Chairs Senior Panel ASP Secretariat	PEO/DAC Chairs Center Panel Center ASP Sec	PEO/DAC Chairs Center Panel Center ASP Sec
III/IV	PEO/DAC Chairs Center Panel Center ASP Sec	PEO/DAC Chairs Center Panel Center ASP Sec	PEO/DAC Chairs Center Panel Center ASP Sec

Notes:
A. The Principal Deputy Assistant Secretary of the Air Force for Acquisition and Management will be the SAF/AQ chairperson.
B. Any chairperson role delegated by SAF/AQ to the PEO or DAC is not redelegable.

Responsibilities:

PEO or AQ will chair the required Panels
Directors will work with the SPD and SPOs to develop the acquisition strategy and supporting documentation.
Directors will check to make sure the panel is composed of the appropriate mix of disciplines.

4.21 Single Acquisition Management Plan (SAMP)

Guidance:

SAMP Guidance can be found in AFFARS -- Part 5307 and AFAC 96-3 dtd. 31 March 2000. The Air Force SAMP Guide and Acquisition Policy Memo 97-02 provide additional information on preparing and processing SAMPs. All of these can be accessed through the Deskbook web site.
http://web2.deskbook.osd.mil/default.asp?

Policy:

SAMPs shall be prepared for all ACAT I and II programs as defined by DOD 5000.1, Defense Acquisition, and DOD 5000.2-R, Mandatory Procedures for Major Defense Acquisition Programs (MDAPs) and Major Automated Information System (MAIS) Acquisition Programs. SAMPs are optional for all other programs and acquisitions. Whenever a SAMP is prepared, it shall meet the requirements of an Acquisition Plan as described in the FAR. In such cases, the SAMP approval process will be followed.

Approval Procedures:

SAMPs for ACAT I and II programs shall be approved by the Principal Deputy Assistant Secretary of the Air Force (Acquisition and Management). ACAT ID programs require additional approval by the Defense Acquisition Executive, and ACAT IA programs required additional approval by the OASD/C3I. For ACAT I and II programs, coordination is required from the Air Force Competition Advocate General. SAMPs prepared for ACAT III programs shall be approved by the PEO or DAC. See the Air Force SAMP Guide and Acquisition Policy Memo 97-02 for additional details on the required signatures for SAMPs.